

## Risk Communication Templates\*

Use these templates to create effective messages in high concern, high stress situations

### CCO TEMPLATE

Use when asked a question with high-emotion Steps:

- Compassion
- Conviction
- Optimism

Example: (1) "I am very sorry to hear about..."; (2) I believe that...; (3) In the future, I believe that....

### "WHAT IF" TEMPLATE

Use when asked a "what if, what might happen" question

Steps:

- Repeat the question (without negatives)
- Bridge to "what is"
- State what you know factually

Example: (1) "You've asked me what might happen if..."; (2) I believe there is value to talk about what is, what we know now; (3) And what we know is..."

\*Source: Dr. Vincent T. Covello, Center for Risk Communication, Copyright 2004

### BRIDGING TEMPLATES

Use when you want to return to your key points or redirect the communication

1. "And what's most important to know is..."
2. "However, what is more important to look at is..."
3. "However, the real issue here is..."
4. "And what this all means is..."
5. "And what's most important to remember is..."
6. "With this in mind, if we look at the bigger picture..."
7. "With this in mind, if we take a look back..."
8. "If we take a broader perspective,..."
9. "If we look at the big picture..."
10. "Let me put all this in perspective by saying..."
11. "What all this information tells me is..."
12. "Before we continue, let me take a step back and repeat that..."
13. "Before we continue, let me emphasize that..."
14. "This is an important point because..."
15. "What this all boils down to is..."
16. "The heart of the matter is..."

### BRIDGING TEMPLATES (cont.)

17. "What matters most in this situation is..."
18. "And as I said before,..."
19. "And if we take a closer look, we would see..."
20. "Let me just add to this that..."
21. "I think it would be more correct to say..."
22. "Let me point out again that..."
23. "Let me emphasize again..."
24. "In this context, it is essential that I note..."
25. "Another thing to remember is..."
26. "Before we leave the subject, let me add that..."
27. "And that reminds me..."
28. "And the one thing that is important to remember is..."
29. "What I've said comes down to this..."
30. "Here's the real issue..."
31. "While... is important, it is also important to remember..."
32. "It's true that... but it is also true that..."
33. "What is key here is..."

### GUARANTEE TEMPLATE

Use when asked to guarantee an event or outcome

Steps

- Indicate that the question is about the future
- Indicate that the Past/Present predict the future
- Bridge to known facts, processes or actions

Example: (1) "You've asked me for a guarantee, to promise something about the future; (2) The best way I know to talk about the future is to talk about what we know from the past and the present; (3) And what we know is..." OR

"What I can guarantee (assure; promise; tell you) is..."

### 3X PROBING TEMPLATE

Use when confronted with a criticism, objective, or allegation, or challenge

Steps

- Ask at least three non-judgmental questions before replying
- Bridge to three positive, constructive, or solution oriented messages

Example: "Can you tell me more? Can you help me to better understand what you said?"

### IDK (I DON'T KNOW) TEMPLATE

Use when you don't know, can't answer, or aren't best source

Steps

- Repeat the question (without negatives)
- Say "I wish I could answer"; or "My ability to answer is limited;" or "I don't know" (less preferred)
- Say why you can't answer
- Give a follow up with a deadline
- Bridge to what you can say

Example: (1) You've asked me about... (2) I wish I could answer... (3) We're still looking into it. (4) I expect to be able to tell you more by... (5) What I can tell you is...

### FALSE ALLEGATION TEMPLATE

Use when responding to a hostile question, false allegation, or criticism

Steps

- Repeat/paraphrase the question without repeating the negative; repeat instead the opposite; the underlying value, or use more neutral language
- Indicate that the issue is important
- Indicate what you have done, are doing, or will do to address the issue

Example: (1) You've raised a serious question about "x"... (2) "x" is important to me... (3) We have done the following to address "x"...

### RULE OF 3 TEMPLATE

Use when responding to any high stress or emotionally charged question

Recommendation: Provide no more than three messages, ideas, or points at a time

Example: (1) "You can do" "x" (2) or "y" but I recommend (3) "z"

### 27/9/3 TEMPLATE

Use when responding to any high stress or emotionally charged question

Recommendation: Be brief and concise in your responses: no more than 27 words, 9 seconds, and 3 messages

### PRIMACY/RECENCY TEMPLATE

Use when responding to any high stress or emotionally charged question

Recommendation: Provide the most important items or points first and last

### 1N=3P (1 NEGATIVE EQUALS 3 POSITIVES) TEMPLATE

Use when breaking bad news or stating a negative

Recommendation: Balance the negative message with at least three positive, constructive, or solution oriented messages

## HOW AND WHEN TO RESPOND

**THE BIG QUESTION** When a crisis hits: how and when do you respond to the media? The basics you already know, such as if it's a crisis involving any deaths or injuries, do not give out any names until relatives have personally been notified, begin by gathering the facts, assembling the crisis team, etc.

In an explosive crisis, something that happens instantly, you will most likely be bombarded with calls from the media, perhaps before you are even aware of what really happened or the extent of the disaster. It's important to act quickly and accurately. Initially, confirm only what you know. It's ok not to know everything right away. Stick with the facts. Tell the truth. Do not avoid the press.. they will not go away .. it will only make matters worse in the long run. The press will understand if you wait to give out information until facts have been confirmed. What they don't understand, and won't tolerate, is if they believe that you are stonewalling them.

Your reputation will be established in the first 24 to 48 hours of any crisis. The first taste of how you handle things will linger. Your first dealings with the press may very well influence all subsequent reporting, so if it takes three days for you to come up with a statement or a response, you've probably lost the battle. This is also where the relationships are key, because if they trust you going in, they will be that much more open to believing you when there's a problem.

**PEOPLE WANT THE TRUTH, AND PEOPLE WANT TO KNOW THAT YOU CARE.** A basic rule of crisis management : **YOU MUST SHOW YOU FEEL SOMETHING** (sorrow, remorse, regret) particularly if there are injuries or deaths, and regardless of whether or not you contributed to the situation at hand. A good rule of thumb in a crisis. **IT'S IMPORTANT TO BE HUMAN. TALK AND ACT LIKE A PERSON**, not as a voice representing a bureaucracy or shielded by a large government agency.

Once the situation has unfolded and everyone who needs to have been briefed is up to speed, it's most likely time for the first official news conference. Up until now, your public affairs staff has most likely been giving out the initial confirmation of things over the phone.

Remember prior to going in to the first news conference.. it's important to have all the participating agencies on board. A joint news conference is ideal if different officials are going to be interviewed and quoted. It's much easier to speak in a unified voice if the messages are coming from the same place.

As you prepare your key messages, remember there are really only two basic ideas you want to get across. If you're able to do this and then really follow up on it, you should be able to handle almost any crisis successfully. These two ideas are: YOU'RE READY AND ABLE TO DEAL WITH THE SITUATION AT HAND, and, YOU WILL DO WHATEVER IS NECESSARY TO ACHIEVE A SATISFACTORY OUTCOME AND TRY TO PREVENT IT FROM HAPPENING AGAIN.

## NEVER'S AND DON'TS

- Never lie to reporters. Always tell the truth!
- Never say "no comment"
- Never go "off the record"
- Never speculate or answer hypotheticals
- Never bad-mouth another department or agency
- Never lose your cool
- Don't speak in technical jargon. Use plain English
- Don't joke or make wisecracks  
(even if the reporter does or the interview is over)
- Don't go back on your word: If you make a promise, stick to it
- Don't criticize a reporter's performance or try to tell them how to do their job

## CRISIS COMMUNICATION STRATEGIES

There are five key communication strategies to use once a situation develops.

### 1) "Single Voice" concept

It is essential to communicate.. internally and externally ... with a "single voice". This means that all designated spokespeople should use the same messages and similar languages so that all key audiences hear a unified response from various mediums.

### 2) Anticipation

Anticipate Initial Questions and begin to Develop Some Key Messages  
These key messages in times of crisis should be candid and forthright, when applicable, compassionate, and they should always be clear, concise, and free of technical jargon and ambiguity.

### 3) Opportunity

Anytime you're in a situation where you're going to be facing the media, you have an opportunity to deliver your message and get your point across. This opportunity is there regardless of why the press has come calling. Turn potential negatives in to positives.

### 4) Attitude

Good crisis communication involves perception. If the media believes that you don't want to be there, consider interviews a chore, or are uncomfortable with the format, they will pick up on this and it will come out in their reporting. It is of extreme importance to approach the media as an ALLY not an ADVERSARY.

### 5) Evaluation

No crisis communication strategy is complete without an evaluation. It's important to not only look at the process and procedures, but the outcomes as well. Review all newspaper articles, radio and TV transcripts, and if possible, actual tapes of the coverage. Use the opportunity to improve for the next time you're forced in to the spotlight.

## Top 20 things to remember in Crisis and Risk Communications

First do no harm. - your words have consequences. make sure they're the right ones.

Have a plan.

Know who you're talking to and what you're trying to accomplish.

Never argue.

Don't babble. Have a message, know what you want to say and say it. Then say it again.

Worry more about informing people and less about impressing them. Use words people understand.

Never lie. You won't get away with it.

If you don't know what you're talking about, stop talking.

Never think your comments are off the record even if you've declared them to be off the record.

Never say anything you don't want to read on the front page of tomorrow's newspaper.

Don't further debates, try to end them.

If you don't know the answer to a question, say, "I don't know."

Don't think journalists are your enemy. They have job to do and are critical to your ability to communicate effectively with the public.

Don't think journalists are your friends. They don't owe you any favors so don't expect any.

Don't turn a simple problem into a crisis. Conversely, don't discount a crisis or assume it will go away. Carefully analyze the situation and respond accordingly.

Don't ascribe blame.

Accept blame when you are at fault.

Don't get angry.

Apologize when necessary.

Practice, practice, practice.

- Don't rush or appear to be in a hurry.
- If you don't understand a question, say, "I don't understand the question."
- If you don't know the answer to a question, say, "I don't know."

## THE PRESS BRIEFING

The press briefing or news conference can be an excellent forum for reaching the media if used properly. If it is not done correctly, it can be disastrous and may seriously damage the credibility of your agency and others you are working with. A valid reason for calling the briefing, detailed planning, communication with others and preparation for the key elements for success.

### Calling a press briefing

- A press briefing or news conference should only be called when you have significant news to report that because of its importance, scope or immense public interest cannot be covered in a press release. This news may be of a highly controversial issue, an unusual event or an emergency situation. In other words, don't throw a press conference for any old reason.
- All briefings must be carefully planned.
- Notifications of the press briefing should be done as soon as possible. Send a fax, send an E-mail, send a press release, make a phone call or do all of the above. Put it to the attention of the News Editor. It may be impossible to alert all media in time for a press briefing, especially during an emergency or at the scene of a disaster. In those cases, post notices of the conference where media are congregated, make announcements via a PA system or contact the Associated Press which can broadcast your announcement to most news media outlets.
- When possible, send notification of your press briefing on agency letterhead or news release stationary. Make sure to include date, time, place, directions, who will be speaking, what the subject matter is, any special instructions (for example: wear boots to scene) and a name and contact phone number.
- Follow up, when possible, with a phone call a day or two in advance if the notice was sent more than a few days earlier.
- 10 a.m. is an optimal time for a press briefing since it is before most media deadlines. During an emergency, you may have to conduct numerous briefings. Try to schedule them around typical television deadlines which are at least 30 minutes before the newscast. Do not schedule news conferences at noon, 5 or 6 p.m. or 11 p.m. unless absolutely necessary. Do not hold a briefing after 2 p.m. unless necessary because newspaper reporters must let their editors know what will be in the next day's paper beginning at 3 p.m.
- For a planned press briefing, Monday mornings typically work well since Monday is usually a slow media day. In many cities and towns, governing bodies meet on



Monday or Tuesday afternoons or evenings so be sure to plan around those meetings. If County Council has a hot planning issue on its agenda which is sure to generate controversy, your event will most likely be pushed aside by either an editor who does not have a news crew to send, or by the news director or editor who will not give your story prominence in the newscast or tomorrow's paper.

- If you want an event covered. Try the days before and after holidays and the week between Christmas and New Years when news organizations are scrambling for hard news items. But be careful not to issue really negative news about 100 suspicious deaths at a nursing home on Christmas Eve. The months of July and August are also traditionally slow months. Be mindful of other news happening in the area at the time. Don't schedule a news conference on a new grant for wastewater projects when a hurricane is expected to strike at any time.

## **CONDUCTING THE PRESS BRIEFING**

- Hold the press briefing in a large room or meeting hall, as long as it does not interfere with operations or put the press in danger.
- A podium, lectern, or head table should be set up as a place for reporters to position microphones.
- Any charts, maps or other visual aids should be set up and organized well in advance of the briefing.
- Provide space for cameras to be set up and seats for reporters.
- There should be ample electrical supply and outlets.
- Telephones should be readily available.
- Your agency logo should be behind the speaker or on the podium when possible.
- If held outdoors, briefings should be away from busy highways, pedestrian traffic or noisy environments. Provide a table or lectern for microphones.
- Get organized before the press arrives. They won't have time to wait for you to set up.
- Always start your press briefing on time. And know that some reporters will be late and you may have to go over some details again.
- Have an agenda and make sure all speakers have a copy. You need to make sure speakers are sure in what order they are speaking and what happens when they finish (do they turn it back over to the master of ceremonies or do they introduce the next speaker.)

- Make sure all speakers who need them have bullet points which address the main topics and include the message in bold letters.
- Pass out press kits to members of the media as they arrive. The kits should contain:
  - A press release giving details of the briefing
  - Background information on the agency or agencies involved
  - Copies of the text of the prepared speeches
  - Background information or bios on the speakers
  - A business card of the PIO if questions come up later.
- Limit the number of speakers to three. Four at absolute most. If politics are an issue, make sure the politicians are recognized, but they do not need to speak unless they have something important to say and are on the agenda.
- Start the briefing with a short opening statement which identifies the key speakers, gives the reason for the briefing and presents the most important information. Make sure to leave time for questions at the end.
- Keep answers brief, and to the point.
- Use simple sentence structure. Reporters are looking for quotes, long sentences will be summarized.
- Avoid jargon.
- Look at the reporter who is asking the question, not at the camera.
- Avoid sudden movements or hand gestures. Don't fidget while sitting. While sitting, watch the speaker. **AND DON'T DOZE OFF!!**
- Limit the briefing to 30 minutes and leave time for questions.

## CONFRONTATIONAL INTERVIEWS

A reporter may attack with or without warning, hoping to get more of a response by placing you off guard. NEVER let a reporter get your goat. In other words, "never let them see you sweat."

When a reporter confronts you in a hostile manner, there are three major mistakes you can make.

- **FIGHT** Anger plays right into their hands. If you show anger it will end up making you look bad, as if you are guilty or trying to cover up something.
- **FRIGHT** Don't display fear; just as with animals, if your attackers sense you are afraid, it often prompts them to attack even harder.
- **FLIGHT** The worst thing you can do during an interview is to leave. If you walk away in the middle, particularly if a t-v camera is rolling, you will always come out the loser.

### WHAT TO DO:

When you want to strike back, attack only the issue, never the reporters or the media they represent. Continue to respond with a calm, courteous and cooperative attitude. A calm approach can be your most valuable asset. State the facts as you know them. Find as many areas of agreement as possible. If the reporter, and ultimately the audience, believes you share something in common, they will be much more likely to see things from your perspective.

# SUCCESS STRATEGIES for MEDIA CRISIS INTERVIEWS

- S State the Facts
- U Use examples to get your message across
- C Create a calm, environment  
(Cool, calm, collected)
- C Credibility counts  
Know what you're talking about  
Always tell the truth!
- E Emotions accepted  
It's OK to show sorrow or regret if something  
bad has happened
- S Stay focused. Remember your Key Messages
- S Simple, short and sweet  
Don't be tempted to over-talk.

## INTERVIEW TIPS

- Wear a dark suit, white or light-blue shirt and dark solid tie that does not stand out.
- Remove lapel pins and jewelry. A wedding band is fine, but bracelets, cufflinks, other rings, etc. should all be removed.
- Remove your watch – it will keep you from looking at it during the interview.
- Go to the bathroom before you start.
- If make-up is offered, take it. If it is not offered, ask the producer if you need face powder, and don't be embarrassed about asking.
- Before the interview begins, if anything is bothering you – a light is shining in your eyes, your chair is too low or high, your microphone cord is in the way, there's something distracting in your field of vision, whatever it might be – tell someone.
- Be comfortable but sit up straight. Don't fidget.
- Relax. This is a conversation, not a confrontation. View it as you would any other conversation and be calm, attentive and responsive. (This is especially important if the questioning becomes pointed or aggressive. Remain calm and friendly no matter what. It will all be over soon.)
- Look at the questioner, listen to his question and respond to him directly. Don't look at the camera.
- Use facial expressions fittingly. Don't grin or scowl or be impassive throughout the interview. Smile and frown when appropriate and as you would when engaged in a normal conversation.
- Answer questions fully but don't over-answer. By going on-and-on with an answer you often open unintended avenues of discussion. Plus, you're almost certainly boring listeners.
- Answer questions fully but don't under-answer. Don't be curt, terse, or abrupt. Provide enough detail and context to make your answer informative and complete.
- Avoid negative body language and other non-verbal barbs. Don't roll your eyes, shake your head, cross your arms, tap the table, sigh, or show any other sign of irritation, disgust or anger.
- Don't argue.
- Don't interrupt.
- If you are interrupted, no matter how many times, do not complain.

# Top 10 assumptions about TV reporters

10. They can tell you what's really going on. Well, yes. But chances are they've already put almost everything they know into a story already.

9. They have writers who tell them what to say. No. They write it, which explains why some of it is so poorly written.

8. Reporters love dirt. Absolutely true.

7. Reporters love stories about crime. A few do, but most don't. A few reporters thrive on the act of knocking on the door of a bereaved family and requesting an interview. Most would rather pull their eyebrows out.

6. Reporters consider it demeaning to do a feature story on, say, a cat show. Some reporters crave the lead story. Many don't. Cat show stories can be low impact, fun to tell and lack the gut-wrenching drama of hard news. They may also be the most memorable stories in the newscast. Its news directors who despise sending their own staff to the cat show stories.

5. TV reporters are unscrupulous. Mostly no. They have ethical standards and can get fired if they don't adhere to them. However, some are pretty cutthroat when it comes to beating their competitors.

4. TV reporters despise other TV reporters. Mostly untrue. Competing reporters eat lunch and drink beer together after work all the time. But a small handful will shake their fists and curse the presence of their competition. TV photographers, on the other hand, are an almost universally collegial bunch.

3. TV reporters don't work as hard as newspaper reporters do. Until recently, newspaper reporters could often go for days without actually producing a story. That gave them time to develop stories and work beats. Cutbacks in newspapers have changed that. Meantime, TV reporters have to work constantly to service round-the-clock newscasts. from 5am to noon to 6pm to 11pm. They all work equally hard.

2. All TV reporters are anchor wannabes. Few TV reporters would turn down an anchor slot. And the reason is simple: Anchors make better money and don't have the grinding workload reporters have.

1. TV reporters are rolling in dough. No. Starting reporters in markets like Savannah often have to take second jobs to make ends meet. Atlanta TV reporters can make six-figure salaries after a few contract cycles. But only the highest-profile reporters make the big money. Most of em have credit card debt just like you do.

## MANAGING THE MEDIA INTERVIEW PITFALLS

- Pregnant Pause: Don't fill it
- Either/or questions: Don't feel you have to pick one  
You can say neither of the above
- Multi-part questions: You can control the answer to best match your key messages and objectives
- Vague or open-ended questions: You can choose how to answer or ask the reporter to restate
- False preface/Leading questions: Defer and Deflect to the real issues and questions
- Don't legitimize loaded words by repeating them: Either leave them out in your response or change them to disarm
- Don't be afraid of not answering a question: Explain why you can't ("I don't feel qualified to answer that" or "I don't have that information at this time")
- Turn negative questions into positive answers
- If you make a meaningful error, stop - admit it - apologize - give the correct answer - and continue the interview
- Don't accept a reporter's statements or facts as the ultimate truth: Feel free to courteously challenge, if you believe the information to be inaccurate

## BODY LANGUAGE

Don't cross your arms; this creates a barrier between you and the reporter; makes you look defensive or stand-offish

Don't point; it looks accusatory

Try not to gesture with your hands too much (the exception is if you're pointing to a model or poster as demonstration)

If standing, stand with weight distributed equally on both feet; don't rock, sway or move from side to side.

If seated, sit up straight in your chair; do not swivel or rock back and forth (A straight-back, non-wheeled chair if preferable)

Don't tap feet, play with hair, fiddle with glasses or do any other habit that will distract reporter, and ultimately the viewer

Do maintain good eye contact with the reporter; don't worry about looking into the camera

Do smile (when appropriate to the situation)



## INTERVIEW HINTS

- Never Lie
- Be yourself. Don't develop a different persona for media interviews.
- Stress the Positive. When appropriate, relate good news and helpful information.
- Keep your message simple. Comments should be brief, to the point and easy to understand.
- Stay within your own area of expertise. Don't allow yourself to be drawn to other topics.
- Don't be afraid to repeat key points.
- Don't parrot the reporter's words and phrases. Use language that best suits your style and your message.
- In general, the tougher the questions, the shorter your answer and the calmer your demeanor.
- Don't allow distractions to throw you.



# CENTRAL FLORIDA INTELLIGENCE EXCHANGE

## Open Source Guide

### TWITTER TOOLS:

Twitterfall [www.twitterfall.com](http://www.twitterfall.com)  
 Monitter [www.monitter.com](http://www.monitter.com)  
 Topsy [www.topsy.com](http://www.topsy.com)  
 (results can be followed through RSS feeds)  
 Twazzup [www.twazzup.com](http://www.twazzup.com)  
 Tweepz [www.tweepz.com](http://www.tweepz.com)  
 Trendsmap [www.trendsmap.com](http://www.trendsmap.com)  
 Twitter Map [www.twittermap.appspot.com](http://www.twittermap.appspot.com)  
 Backtweets [www.backtweets.com](http://www.backtweets.com)  
 Twitmail [www.twitmail.com](http://www.twitmail.com)  
 Favstar [www.favstar.com](http://www.favstar.com)  
 Twitrland [www.twitrland.com](http://www.twitrland.com)  
 Twitpic [www.twitpic.com](http://www.twitpic.com)  
 Bing Twitter Map  
<http://www.bing.com/maps/?form=firedr#Y3A9MjguNDkwMjA4MDQxOTk5OTk4fi04MS4zMzI4Mzk5NjUmbHZsPTQmc3R5PXMlYXBwPTQwMzI2>

### Search by Geo-location in addition to hashtags & keywords:

[www.tweetgrid.com](http://www.tweetgrid.com) near:Orlando  
[www.search.twitter.com](http://www.search.twitter.com) near: 32822 within 5mi  
[www.twoogel.com](http://www.twoogel.com)  
[www.twitternano.com](http://www.twitternano.com)  
[www.geochirp.com](http://www.geochirp.com)

### Browser Add-ons:

Chromed Bird (for Google Chrome)  
<http://www.chromeextensions.org/social-communications/chromed-bird-twitter-extension/>  
 Echofon (for Firefox) [www.echofon.com/twitter/firefox](http://www.echofon.com/twitter/firefox)

### SOCIAL MEDIA DASHBOARDS:

TweetDeck [www.tweetdeck.com](http://www.tweetdeck.com)  
 Netvibes [www.netvibes.com/en](http://www.netvibes.com/en)  
 HootSuite [www.hootsuite.com](http://www.hootsuite.com)  
 (Follow Twitter, Facebook, LinkedIn, Foursquare, Wordpress, MySpace, etc.)

### SEARCH EXAMPLES:

twitter search	contains both "twitter" and "search"
"Orlando FL"	contains exact phrase "Orlando FL"
"seminole" OR "lake"	contains either "Seminole" or "Lake"
super -man	contains "super" but not "man"
#orlandoFL	contains the hashtag "orlandoFL"
from:breaking news	sent from person "breaking news"
to:breaking news	sent to person "breaking news"
Orlando since:2013-06-03	contains "orlando" sent since (date)
Orlando until:2013-06-13	contains "orlando" sent up to (date)
Orlando ?	contains "orlando" and asking question
Orlando :)	contains "orlando" w/a positive attitude
Orlando :(	contains "orlando" w/a negative attitude

### METADATA:

ExifData [www.exifdata.com](http://www.exifdata.com)  
 Find EXIF Data [www.findexif.com](http://www.findexif.com)  
 EXIF Viewer [www.exif-view.com](http://www.exif-view.com)

### SOCIAL NETWORKING SITES:

Facebook [www.facebook.com](http://www.facebook.com)  
 Twitter [www.twitter.com](http://www.twitter.com)  
 VK [www.vk.com](http://www.vk.com)  
 (European alternative to Facebook)  
 MySpace [www.myspace.com](http://www.myspace.com)  
 LinkedIn [www.linkedin.com](http://www.linkedin.com)  
 Foursquare [www.foursquare.com](http://www.foursquare.com) (geolocation)  
 Bebo [www.bebo.com](http://www.bebo.com)  
 Black Planet [www.blackplanet.com](http://www.blackplanet.com)  
 Classmates.com [www.classmates.com](http://www.classmates.com)  
 Google+ <https://plus.google.com/>  
 MyLife [www.mylife.com](http://www.mylife.com)  
 Tumblr [www.tumblr.com](http://www.tumblr.com)  
 Craigslist [www.craigslist.com](http://www.craigslist.com)  
 Pinterest [www.pinterest.com](http://www.pinterest.com)  
 Instagram [www.instagram.com](http://www.instagram.com)  
 Backpage [www.backpage.com](http://www.backpage.com)

### SOCIAL NETWORKING SEARCHES:

IceRocket [www.icerocket.com](http://www.icerocket.com)  
 iTools [www.itools.com](http://www.itools.com)  
 Spy [www.spv.appspot.com](http://www.spv.appspot.com)  
 Social Searcher [www.social-searcher.com/social-buzz](http://www.social-searcher.com/social-buzz)  
 Whos Talkin [www.whostalkin.com](http://www.whostalkin.com)  
 Yacktrack [www.yacktrack.com/search](http://www.yacktrack.com/search)  
 Addictomatic [www.addictomatic.com](http://www.addictomatic.com)  
 SocialMention [www.socialmention.com](http://www.socialmention.com)  
 Search YouTube [www.yvoschaap.com/youtube/](http://www.yvoschaap.com/youtube/)  
 Creepy (Geolocations) <http://ilektrojohn.github.com/creepy/>  
 Board Reader [www.boardreader.com](http://www.boardreader.com) (forum search)  
 Twitchy [www.twitchy.com](http://www.twitchy.com)  
 Craigslist [www.craigslist.extads.com](http://www.craigslist.extads.com)  
 Statewidelist [www.statewidelist.com](http://www.statewidelist.com)  
 (Statewide craigslist search)  
 Backpage [www.searchbackpage.com](http://www.searchbackpage.com)  
 Pinterest [www.pinterest.com/sengineland/](http://www.pinterest.com/sengineland/)  
 Tumblr [www.searchlr.net](http://www.searchlr.net)  
 Foursquare [www.4sqmap.com](http://www.4sqmap.com)  
 FriendFeed [www.friendfeed.com](http://www.friendfeed.com)  
 Addict-o-matic [www.addictomatic.com](http://www.addictomatic.com)  
 Newzpile [www.newzpile.com](http://www.newzpile.com)  
 Flickr [www.flickr.com/search/](http://www.flickr.com/search/)  
 Instagram [www.searchinstagram.com/](http://www.searchinstagram.com/)  
<http://statigr.am/instagram>  
[www.worldcam.com](http://www.worldcam.com) (Location Search)  
[www.followgram.me](http://www.followgram.me)  
<http://web.stagram.com/search>  
[www.iphoneogram.com](http://www.iphoneogram.com)

## SEARCH FOR PEOPLE / USERNAMES / EMAIL / PHONE:

Wink	<a href="http://www.wink.com">www.wink.com</a>
PeekYou	<a href="http://www.peakyou.com">www.peakyou.com</a>
Pipl	<a href="http://www.pipl.com">www.pipl.com</a>
Spokeo	<a href="http://www.spokeo.com">www.spokeo.com</a>
iSearch	<a href="http://www.isearch.com">www.isearch.com</a>
ZabaSearch	<a href="http://www.zabasearch.com">www.zabasearch.com</a>
Zoominfo	<a href="http://www.zoominfo.com">www.zoominfo.com</a>
Been Verified	<a href="http://www.beenverified.com">www.beenverified.com</a>

## PRIVATE CHATS:

Chatzy	<a href="http://www.chatz.com">www.chatz.com</a>
Cryptocat	<a href="https://cryptocat">https://cryptocat</a>
ChatCrypt	<a href="http://www.chatcrypt.com/">www.chatcrypt.com/</a>
ChatStep	<a href="https://chatstep.com">https://chatstep.com</a>

## SEARCH ENGINES:

Google	<a href="http://www.google.com">www.google.com</a>
Bing	<a href="http://www.bing.com">www.bing.com</a>
Yahoo	<a href="http://www.yahoo.com">www.yahoo.com</a>
Ask.com	<a href="http://www.ask.com">www.ask.com</a>
Yahoo/Google	<a href="http://us.searchboth.net">us.searchboth.net</a>
Bing/Google	<a href="http://www.bing-vs-google.com/">http://www.bing-vs-google.com/</a>
Silo Breaker	<a href="http://www.silobreaker.com">www.silobreaker.com</a>
Shodan	<a href="http://www.shodanhq.com/">www.shodanhq.com/</a>

## ANALYTICS:

Topsy	<a href="http://www.topsy.com">www.topsy.com</a>
Alexa	<a href="http://www.alexa.com">www.alexa.com</a>
Maltego	<a href="http://www.paterva.com/web6/">www.paterva.com/web6/</a>
Google	<a href="http://www.google.com/analytics/">www.google.com/analytics/</a>

## ANONYMIZERS:

(Should be used to mask your IP address)	
Anonymouse	<a href="http://www.anonymouse.org">www.anonymouse.org</a>
Hide My Ass	<a href="http://www.hidemypass.com">www.hidemypass.com</a>
PDF My URL	<a href="http://www.pdfmyurl">www.pdfmyurl</a> (screenshots of websites)
TOR	<a href="https://www.torproject.org/">https://www.torproject.org/</a>

## DOMAIN SEARCHES:

Domain Tools	<a href="http://www.domaintools.com">www.domaintools.com</a>
InfoSniper	<a href="http://www.infosniper.net">www.infosniper.net</a> (geolocation)
Robtex	<a href="http://www.robtx.com">www.robtx.com</a>
Whois-Search	<a href="http://www.whois-search.com">www.whois-search.com</a>
Whois.net	<a href="http://www.whois.net">www.whois.net</a>
ARIN	<a href="http://whoisarin.net/ui">http://whoisarin.net/ui</a>

## VISUALIZERS:

Twiangulate	<a href="http://www.twiangulate.com/search/">www.twiangulate.com/search/</a>
MentionMapp	<a href="http://www.mentionmapp.com">www.mentionmapp.com</a>
Facebook	<a href="http://www.lococitato.com/facebookvisualizer">www.lococitato.com/facebookvisualizer</a>
YouTube	<a href="http://www.lococitato.com/yvisualizer">www.lococitato.com/yvisualizer</a>
MySpace	<a href="http://www.lococitato.com/myspacevisualizer">www.lococitato.com/myspacevisualizer</a>
Wordle	<a href="http://www.wordle.net">www.wordle.net</a>
Tagxedo	<a href="http://www.tagxedo.com">www.tagxedo.com</a>
IP2LOCATION	<a href="http://www.iplocation.com">www.iplocation.com</a>
IP Location	<a href="http://www.iplocation.net/index.php">www.iplocation.net/index.php</a>

## IMAGES:

Twitcaps	<a href="http://www.twitcaps.com">www.twitcaps.com</a>
Twitsy	<a href="http://www.twitsy.com">www.twitsy.com</a>
Compfight	<a href="http://www.compfight.com">www.compfight.com</a>
PhotoSugar	<a href="http://www.photosugar.com">www.photosugar.com</a> (Twitter) <a href="http://www.photosugar.com/f">www.photosugar.com/f</a> (Facebook)
Google Images	<a href="http://www.google.com/imghp">http://www.google.com/imghp</a>
TinEye	<a href="http://www.tineye.com">www.tineye.com</a> (reverse image search)
Flickr	<a href="http://www.flickr.com">www.flickr.com</a> ( <a href="http://www.flickr.com/search/?s=rec&amp;w=all&amp;q=searchterm&amp;m=text">www.flickr.com/search/?s=rec&amp;w=all&amp;q=searchterm&amp;m=text</a> )

## VIDEOS:

Google Videos	<a href="http://www.google.com/videohp">www.google.com/videohp</a>
YouTube	<a href="http://www.YouTube.com">www.YouTube.com</a>
(Allows you to search Google & YouTube Videos simultaneously using specific search terms: ( <a href="http://video.google.com/videosearch?q=searchterm">http://video.google.com/videosearch?q=searchterm</a> ))	
Bing Videos	<a href="http://www.bing.com/videos/browse">www.bing.com/videos/browse</a>
Vimeo	<a href="http://www.vimeo.com/">www.vimeo.com/</a>
Blip.tv	<a href="http://www.blip.tv/">www.blip.tv/</a>
Live Leak	<a href="http://www.liveleak.com">www.liveleak.com</a>
MySpace	<a href="http://vids.myspace.com/">http://vids.myspace.com/</a>
Photobucket	<a href="http://www.photobucket.com">www.photobucket.com</a>
Keek	<a href="http://www.keek.com">www.keek.com</a>

## MAPS:

Bing Maps	<a href="http://www.bing.com/maps">www.bing.com/maps</a>
Google Maps	<a href="http://www.google.com/maps">www.google.com/maps</a>
Google Earth	<a href="http://www.earth.google.com">www.earth.google.com</a>

## RSS FEED READER:

Feedly	<a href="http://www.feedly.com">www.feedly.com</a>
NewsBlur	<a href="http://www.newsblur.com">www.newsblur.com</a>
Netvibes	<a href="http://www.netvibes.com">www.netvibes.com</a>
The Old Reader	<a href="http://www.theoldreader.com">www.theoldreader.com</a>
BazQux Reader	<a href="https://bazqux.com/">https://bazqux.com/</a>
InoReader	<a href="https://inoreader.com/">https://inoreader.com/</a>

## RSS (Really Simple Syndication):

Web feed formats that include full or summarized text from blog entries, news articles, videos sites etc. To access the RSS feeds for most sites, look for the image above. Click on the image and copy & paste the feed into your reader.



Some websites that do not have the RSS Feed links may still be accessible through your reader (ex. Twitter feeds, Facebook, YouTube, etc.).

## Creating RSS feeds in GOOGLE:

1. Enter search criteria
2. Select "News"
3. Scroll to the end of the search results and click on the RSS link
4. Copy and Paste URL into your Feed Reader

## Creating RSS feeds in BING:

Any general search in BING can be made into a RSS feed by adding **&format=rss** to the end of the search result page's URL.

## GOOGLE SHORTCUTS: (Obtained from Advanced Google Guide)

nokia phone	the words "nokia" and "phone"
sailing or boating	either the word "sailing" or "boating"
"love me tender"	the exact phrase "love me tender"
printer -cartridge	contains "printer" but NOT "cartridge"
Toy Story +2	movie title including the number 2
~auto	looks up the word auto and synonyms
define:serendipity	definitions of the word serendipity
how now * cow	the words how now cow separated by one or more words
+	addition
-	subtraction
*	multiplication
link:(find linked pages)	link:www.lifehacker.com
#...# (search # range)	nokia phone \$200...\$300
daterange:	bosnia daterange:201105-201206
info:(info about a page)	info:facebook.com
cache:	cache:google.com
allintitle:	allintitle:"nike" running
site:(specific website)	site:facebook
site:country code	site:br "rio de Janiero"
intext:	intext:suspicious (search for keyword in body text)
allintext:	allintext:north pole (return pages with all words specified in body text)
phonebook:	phonebook:Google CA
bphonebook:	bphonebook:Intel OR (business #)
weather:	weather:32822
filetype:(specific file)	yemen filetype:ppt
site:(specific domain)	site:.edu, site:.gov, site:.org, etc.
inurl:	inurl:Hammami (restrict search to page URLs)

## SAMPLE "SITE", "INURL" & "FILETYPE" SEARCHES:

(Obtained from Treadstone71 OSINT Tools)

### FACEBOOK:

#### Group Search

site:facebook.com inurl:group (GE | "General Electric")

#### Group Wall Posts Search

site:facebook.com inurl:wall (GE | "General Electric")

#### Pages Search

site:facebook.com inurl:pages (GE | "General Electric")

#### Public Profiles

allinurl: people "John Doe" site:facebook.com

### LINKEDIN:

#### Public Profiles

site:linkedin.com inurl:pub (GE | "General Electric")

#### Updated Profiles

site:linkedin.com inurl:updates (GE | "General Electric")

#### Company Profiles

site:linkedin.com inurl:companies (GE | "General Electric")

### MYSPACE:

#### Profiles

site:myspace.com inurl:profile (GE | "General Electric")

#### Blogs

site:myspace.com inurl:blogs (GE | "General Electric")

#### Videos

site:myspace.com inurl:vids (GE | "General Electric")

#### Jobs

site:myspace.com inurl:jobs (GE | "General Electric")

## ADDITIONAL "SITE", "INURL" & "FILETYPE" SEARCHES:

site:.gov | .mil inurl:/FOUO/ filetype:pdf  
site:.net | .org inurl:/LES/ filetype:doc  
site:.com | .gov "FOUO" filetype:ppt

**\*\*You can use keywords to search in place of document classification:**

site:.gov | .edu "AQAP" filetype:pdf  
site:.com | .net "Sovereign Citizens" filetype:pdf

Please feel free to share this guide within your organization. An electronic copy is available upon request. For questions or additional information please contact:



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Phone: 407-858-3901  
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CFIX  
Phone: 407-858-3950  
Email: [CFIX@ocfl.net](mailto:CFIX@ocfl.net)



Links active as of 20 August 2013

# **RISK AND CRISIS COMMUNICATION:**

## **77 QUESTIONS COMMONLY ASKED BY JOURNALISTS DURING A CRISIS**

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Journalists are likely to ask six questions in a crisis (who, what, where, when, why, how) that relate to three broad topics: (1) What happened?; (2) What caused it to happen?; (3) What does it mean?

Specific questions include:

- 1) What is your name and title?
- 2) What are your job responsibilities?
- 3) What are your qualifications?
- 4) Can you tell us what happened?
- 5) When did it happen?
- 6) Where did it happen?
- 7) Who was harmed?
- 8) How many people were harmed?
- 9) Are those that were harmed getting help?
- 10) How certain are you about this information?
- 11) How are those who were harmed getting help?
- 12) Is the situation under control?
- 13) How certain are you that the situation is under control?
- 14) Is there any immediate danger?
- 15) What is being done in response to what happened?
- 16) Who is in charge?
- 17) What can we expect next?
- 18) What are you advising people to do?
- 19) How long will it be before the situation returns to normal?
- 20) What help has been requested or offered from others?
- 21) What responses have you received?
- 22) Can you be specific about the types of harm that occurred?
- 23) What are the names of those that were harmed?
- 24) Can we talk to them?
- 25) How much damage occurred?
- 26) What other damage may have occurred?
- 27) How certain are you?
- 28) How much damage do you expect?
- 29) What are you doing now?
- 30) Who else is involved in the response?
- 31) Why did this happen?

- 32) What was the cause?
- 33) Did you have any forewarning that this might happen?
- 34) Why wasn't this prevented from happening?
- 35) What else can go wrong?
- 36) If you are not sure of the cause, what is your best guess?
- 37) Who caused this to happen?
- 38) Who is to blame?
- 39) Could this have been avoided?
- 40) Do you think those involved handled the situation well enough?
- 41) When did your response to this begin?
- 42) When were you notified that something had happened?
- 43) Who is conducting the investigation?
- 44) What are you going to do after the investigation?
- 45) What have you found out so far?
- 46) Why was more not done to prevent this from happening?
- 47) What is your personal opinion?
- 48) What are you telling your own family?
- 49) Are all those involved in agreement?
- 50) Are people over reacting?
- 51) Which laws are applicable?
- 52) Has anyone broken the law?
- 53) How certain are you?
- 54) Has anyone made mistakes?
- 55) How certain are you?
- 56) Have you told us everything you know?
- 57) What are you not telling us?
- 58) What effects will this have on the people involved?
- 59) What precautionary measures were taken?
- 60) Do you accept responsibility for what happened?
- 61) Has this ever happened before?
- 62) Can this happen elsewhere?
- 63) What is the worst case scenario?
- 64) What lessons were learned?
- 65) Were those lessons implemented?
- 66) What can be done to prevent this from happening again?
- 67) What would you like to say to those that have been harmed and to their families?
- 68) Is there any continuing the danger?
- 69) Are people out of danger? Are people safe?
- 70) Will there be inconvenience to employees or to the public?
- 71) How much will all this cost?
- 72) Are you able and willing to pay the costs?
- 73) Who else will pay the costs?
- 74) When will we find out more?
- 75) What steps are being taken to avoid a similar event?
- 76) What lessons have you learned about why those steps have not already been taken?
- 77) What does this all mean?

(Reprinted from: Covello, V. L. Keeping Your Head In A Crisis: Responding To Communication Challenges Posed By Bio-terrorism And Emerging Infectious Diseases. Association of State and Territorial Health Officers (ASTHO): 2002, in press)

## SOCIAL MEDIA

# 10 TRICKS OF THE SOCIAL MEDIA TRADE

BY ALICE LIPOWICZ

**W**ith a few easy steps, federal departments can do more to boost their social media presence with best practices for organization, configuration and design, according to a new report from ForeSee Results research firm.

All 15 Cabinet-level agencies are using the three most popular social media sites — Facebook, Twitter and YouTube — and could see even greater results for their efforts by taking advantage of lessons learned by other agencies, Larry Freed, president of ForeSee, wrote in the report released Oct. 25.

Here are ForeSee's tips:

1. Create an aggregate Web page that lists all the social media accounts. That gives visitors an overview of social media activity for the department and help people who may not be aware of the multiple accounts and connections. The list should include a set of clearly labeled links, usually in the form of icons, to all active social media accounts.
2. Include instructions to users encouraging them to click on the links. The instructions could read "Stay Connected" or "Connect With Us," which helps members of the public understand the purpose of the links.
3. Use conventional icons for common social platforms so visitors can easily recognize them.
4. Customize social profiles with

a recognizable color, design or other unifying visual theme. All 15 federal departments have customized their Twitter profiles, for example. This includes changes such as adding a color background, text or images, the study states.

5. To help the audience verify the authenticity of your Twitter account, display the "Verified Account" provided by Twitter. Fourteen of the 15 departments are already doing that.

6. Use the word "official" and the agency's official logo in the account description and some form of the department's official name in the Twitter handle.

7. Use the Twitter "favorite" feature to highlight content to help visitors connect with popular or important content. Favoriting can also serve as a repository of commonly accessed information, such as tweets with links to news or other regular pieces published by the organization.

8. On YouTube, use playlists to organize videos thematically to help visitors locate content more easily. For example, group all official speeches or press briefings together.

9. Use Facebook applications such as Notes, Photos and Discussions only if they will be maintained on an ongoing basis. This is to avoid frustrating visitors and providing an unsatisfying experience.

10. Use a separate tab on the profile page to describe policies on using, editing and deleting comments. ■

# Infrastructure Optimization

## Strategic Report

**I**nfrastucture optimization may mean very different things to different organizations. Some organizations look to storage management as a way to optimize. On the data side, researchers have found that data sprawl and poor quality data can lead to poor application management and performance, which affect end user satisfaction. In some cases, cloud computing has been heralded as the panacea. The use of virtualization and the need to green both the data center and the organization continue to be hot button topics, and contribute to the challenges of infrastructure optimization.



## Reining in rogue cloud implementations

Users no longer need the IT team to research and purchase applications and infrastructure for them, especially if those applications and services are in the cloud. However, circumventing the IT team has its costs. Here's how IT professionals can reduce the number of unapproved implementations.



## Four ways to save green by going green

IT departments are increasingly in charge of reducing an organization's carbon footprint and energy consumption, and several new methods can help. Experts outline four emerging methods that any IT manager can use.



## Moving to a virtual desktop strategy

There are many types of virtual desktop implementations, which can reduce costs and management burdens. Organizations must choose wisely to avoid failing to realize these benefits.



## Managing Software Sprawl

The average enterprise might have thousands of applications installed and, at any given time, as many as 40 percent of them are sitting idle, experts say. Reducing the number of applications can save money and boost user satisfaction.



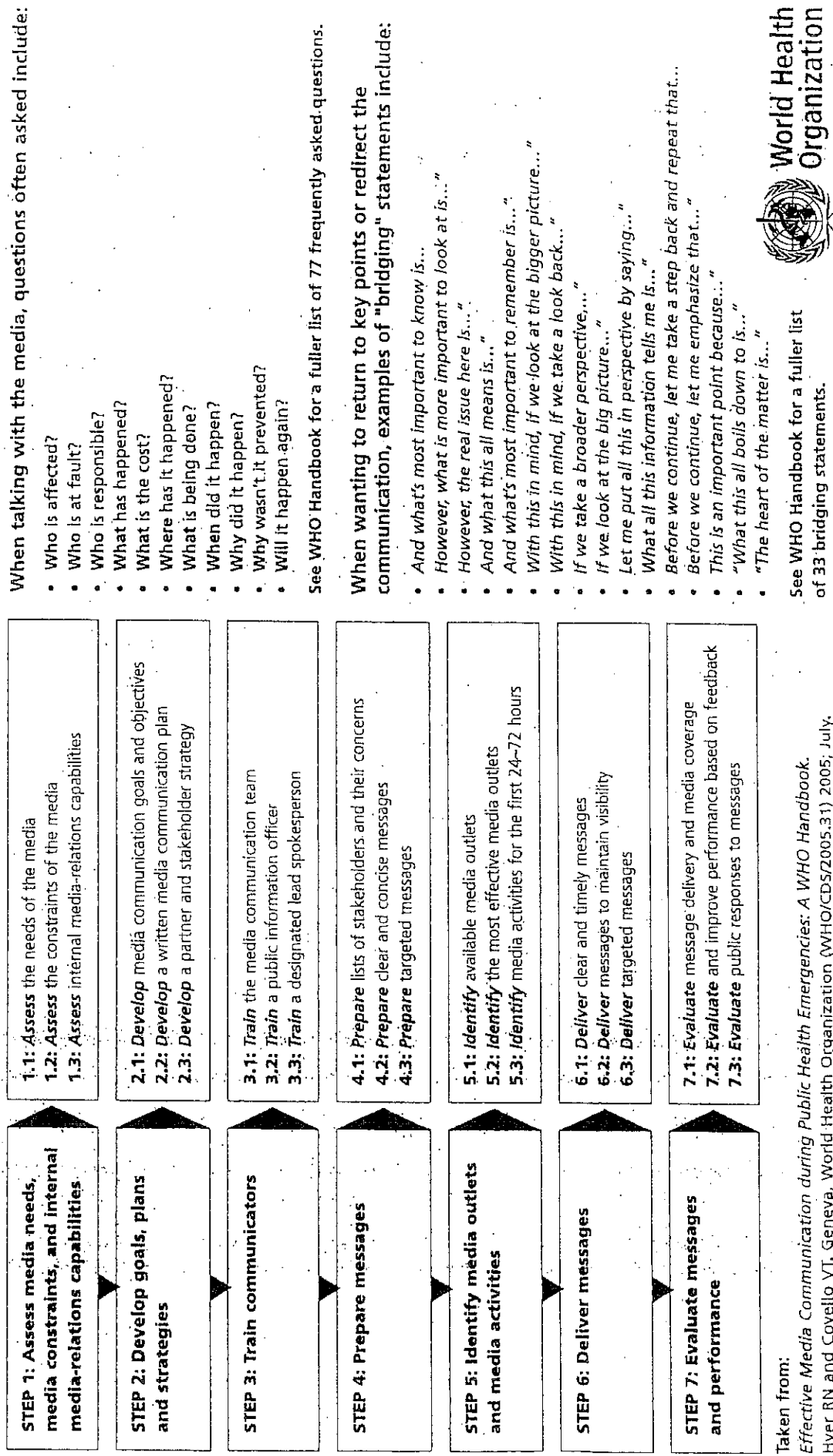
## Top Storage Trends for 2011

Storage management is crucial to reducing backup times, improving archiving and providing access to the right data at the right time. Here are five trends that will shape the storage management process in 2012.

Online report sponsored by: **GovConnection**

**Go to: [GCN.com/specialreportInfrasOptim](http://GCN.com/specialreportInfrasOptim)**

# 7 STEPS TO EFFECTIVE MEDIA COMMUNICATION DURING PUBLIC HEALTH EMERGENCIES



When talking with the media, questions often asked include:

- Who is affected?
- Who is at fault?
- Who is responsible?
- What has happened?
- What is the cost?
- Where has it happened?
- What is being done?
- When did it happen?
- Why did it happen?
- Why wasn't it prevented?
- Will it happen again?

See WHO Handbook for a fuller list of 77 frequently asked questions.

When wanting to return to key points or redirect the communication, examples of "bridging" statements include:

- And what's most important to know is...
- However, what is more important to look at is..."
- However, the real issue here is..."
- And what this all means is..."
- And what's most important to remember is..."
- With this in mind, if we look at the bigger picture..."
- With this in mind, if we take a look back..."
- If we take a broader perspective..."
- If we look at the big picture..."
- Let me put all this in perspective by saying..."
- What all this information tells me is..."
- Before we continue, let me take a step back and repeat that..."
- Before we continue, let me emphasize that..."
- This is an important point because..."
- "What this all boils down to is..."
- "The heart of the matter is..."



World Health Organization

See WHO Handbook for a fuller list of 33 bridging statements.

Taken from:  
Effective Media Communication during Public Health Emergencies: A WHO Handbook.  
Hyer RN and Covello VT. Geneva, World Health Organization (WHO/CDS/2005.31) 2005; July.



# POINTS TO REMEMBER WHEN PREPARING AND DELIVERING MESSAGES

## When preparing messages

- prepare three key points that communicate your core messages;
- prepare supporting message points;
- develop supporting material such as visuals, examples, quotes, personal stories, analogies, and endorsements by credible third parties;
- keep messages simple and short; and
- practise delivery.

### To communicate voluntariness – prepare messages that:

- make the risk more voluntary by providing options and choices;
- encourage public dialogue and debate;
- ask permission; and
- ask for informed consent.

### To communicate controllability – prepare messages that:

- identify things for people to do (for example, precautions and preventive actions);
- indicate a willingness to cooperate and share authority and responsibility with others;
- provide important roles and responsibilities for others;
- tell people how to recognize problems or symptoms; and
- tell people how and where to go to get further information.

### To communicate familiarity – prepare messages that:

- use analogies to make the unfamiliar familiar;
- encourage experiential learning;
- have high visual content; and
- describe means for exploring issues in greater depth.

### To communicate fairness – prepare messages that:

- acknowledge possible inequities;
- address inequities; and
- discuss options and trade-offs.

### To communicate trust – prepare messages that:

- cite credible third parties;
- cite credible sources for further information;
- acknowledge that there are other points of view;
- indicate a willingness to be held accountable;
- describe achievements;
- indicate conformity with the highest professional, scientific and ethical standards;
- cite scientific research;
- identify the partners working with you; and
- indicate a willingness to share the risk.

## When delivering messages during an emergency

- recognize and acknowledge anger, frustration, fear, outrage or concern;
- provide three or more positive points to counter negative information or bad news;
- accept and involve the public and the media as legitimate partners;
- indicate through actions, words and gestures that you share their concerns;
- listen carefully to what people are concerned about;
- convey compassion, conviction and optimism through actions, gestures and words;
- speak clearly, simply and calmly – avoid technical terms and long words or phrases; and
- gain trust by admitting that there are things you do not know.

### When conducting a news conference or other formal media event:

- make your formal statement as brief as possible;
- include all pertinent information in your statement and allow time for questions;
- limit the number of speakers to no more than three and limit each to 3–5 minutes;
- remember that it is primarily held to allow the media to ask questions, not to attend a lecture; and
- start on time – journalists have deadlines and need enough time to file your story.

### When addressing affected populations:

- identify the information they most need to protect themselves;
- use very clear means and formats to communicate the information to them; and
- use diverse formal and informal channels, such as community meetings, open houses, stand-up presentations where people congregate, radio broadcasts and posters.

### When communicating through the media during an emergency:

- brief the media promptly following an incident;
- fill information vacuums;
- state, if appropriate, that the information is preliminary;
- state that the media will be updated as additional information becomes available;
- state what is factual and known – avoid speculating on the unknown;
- hold regular briefings (for example, every 2 hours) even if nothing has changed;
- state when you expect new information to become available;
- provide dedicated hotlines and telephone information services for all important stakeholders;
- provide a media communications centre that is staffed 24 hours a day;
- plan how often information updates will be provided, who will do it, and how; and
- use news conferences, briefings and one-on-one interviews.

# THE INTERVIEW

## REASONS YOU MIGHT BE INTERVIEWED

The interview is a fundamental way that a reporter obtains information for a story. Some of the reasons you might be interviewed include:

- As a result of first-hand involvement or participation in the news event
- As a prominent source
- To provide an expert opinion or comment
- To supply background information
- To supplement a written document with "live" comments
- To supply an audio or visual component for radio and television broadcasts.

## REPORTER'S RESPONSIBILITIES

Journalists receive much training and experience in conducting interviews. When contacted by a reporter, you should expect him or her to do the following:

- Identify himself or herself
- State the purpose of the interview
- Specify time, place and approximate length of interview
- Consider the requests you make and respond to them
- Honor mutually agreed upon conditions
- Research the subject matter, prepare for the interview and ask reasonable and intelligent questions (good luck)
- Write the story accurately and fairly

## INTERVIEWING THE REPORTER

Obtaining information about the reporter, the news organization and the purpose of the interview is the first step in deciding whether or not your organization will grant an interview. Use the following questions as a guideline.

- What news organization does the reporter represent?
- Who will conduct the interview? What's that reporter's background? Reputation? Specialty?
- Why have you been chosen as the source?
- What is the topic and the purpose of the interview?
- What type of story is being written?
- What is the reporter's deadline?
- When and where will the interview take place?
- Are the ground rules clearly defined and agreeable to both you and the reporter?

## **ASSESSING YOUR ORGANIZATION**

Assess the internal situation of your organization is the second step in deciding whether or not to grant an interview. Consider these questions:

- Does your organization have an official policy about responding to press inquiries? If so, what is it?
- Once you have obtained information about the reporter, the organization and the reasons for the interview request, does your organization want to respond?
- Does your organization have a public information/affairs department or person? If not, who is the most appropriate person to respond?
- Are you prepared to give a response? If not, take some time to construct a simple, but informative response. A reporter's deadline is rarely so tight that you cannot take at least a little time to prepare.

## **HELPING THE REPORTER HELP YOU**

Before meeting the reporter for the interview, there are several things you can do to help the reporter do his or her job and to help ensure the accuracy of the news story.

- Ask the reporter if he or she needs any other information in addition to the interview.
- Prepare a written statement or press release for complex, technical matters or controversial issues.
- Save previous newspaper articles about the subject for your own information as well as to send to the reporter or show them, if accurate and appropriate.
- Have fact sheets about your organization or topic available.
- If applicable, supply a resume or a biographical sketch.
- Offer to share any materials that might be helpful (public annual reports, brochures, etc.)
- Suggest additional sources and references.
- Offer to help the reporter if he or she wants to check back with you.

## **GENERAL GUIDELINES**

- Don't agree to be interviewed and then change your mind.
- Respect deadlines. Return phone calls as soon as possible.
- Select your responses carefully. Ask yourself: how will this statement be interpreted or edited?
- Keep your audience in mind. Speak to their level of expertise and don't use jargon.
- Anticipate questions and prepare responses if possible.
- Keep to the point. Respond with concise, well-focused answers and present the most important information at the beginning of each response.
- If you don't know the answer, don't make one up!! Say you don't know and offer to get the correct information (and keep your promise!)
- If you can't answer a question for whatever reason (confidentiality, security)

## CRISIS MEDIA RELATIONS PREPARATION

Planning is everything in crisis media relations. If you wait to start your media or public relations campaign when the crisis happens, it's too late.

### 1) First and Foremost: Build Relationships with Key Media

If the press know and trust you you're halfway home, despite the crisis. But if they don't know you, or even worse, if you've avoided them in the past, then they have no reason to believe you or work with you now when you need them.

### 2) Keep Press Lists Current and Make Sure to Update Regularly

Although government employees may stay at their positions for years, media people move around. The average length of stay at any media job is less than a year and a half. As a result, media lists should be updated at least every six months. Many software programs update automatically these days; a media database program is an expense well worth it. And one more word regarding press lists, if they're not already, make sure e-mail addresses are added to all your media files.

### 3) Review Current Background Materials and Press Kits

What materials do you have available to give out on a routine basis, or for supporting material during a crisis? If you don't already have them, have full press kits prepared, so when the time comes, you can pick and choose among the items as needed. You also might want to consider video as part of your background materials. If you are responsible for a sensitive or secure area, or some very remote locations, if you can provide video to the media until they are able to get on site, it can be a big plus.

### 4) MEDIA TRAINING FOR KEY PERSONNEL

This includes top staff and any person serving as a spokesperson, as well as any back-up spokespeople. Crisis routinely occur when the Director or Designated Person is on vacation out of town. When selecting the media training, make sure it is balanced between electronic (radio and TV) and print (newspaper and magazine). TV is important, but many trainers focus so much on TV, they ignore print, and some of the deepest trouble you can get in to is if you don't know how to handle a print interview. Print interviews tend to be longer, and allow you to talk more, so I strongly encourage training for both mediums.

# What The Media Will Ask During a Crisis

*Be prepared to respond to questions about the following:*

## **A. Descriptions of the emergency**

- Cause of the emergency
- When it happened
- Spread of the emergency
- Extent of releases, spills, blasts, explosions, fires
- Levels of radiation, hazardous materials released
- Description of odors, colors of flames, etc.
- Attempts at rescue or escape or evacuations
- Soundness of structure, systems, equipment
- What the next steps will be

## **B. Response efforts**

- How was the emergency discovered
- Who sounded the alarm and summoned aid
- Were there any forewarns or prior indications of an emergency
- Status of the location at time of an emergency
- Current status of the location and of the response
- Interview opportunities with participants, key witnesses
- Interview opportunities with key responders, officials
- Interview opportunities with experts

## **C. Casualties**

- Number killed, injured, missing
- Nature of injuries received
- Care given to injured
- Whether or not people were contaminated
- Where injured were taken for decon and treatment
- Prominence of anyone who was killed, injured or escaped
- How escapes was completed, handicapped or stopped
- Numbers of people evacuated, from where, to where

## **D. Property/Equipment Damage**

- Description, kind of building, dam, facility
- Proximity to vital or volatile areas (schools, hospitals, oil refineries)
- Estimated value of loss
- Importance of property
- Other property or buildings threatened
- Previous emergencies or past problems with this equipment or location

*(Continued on back)*

#### **E. Relief efforts**

- Number involved in rescue and relief
- Agencies involved in rescue, relief
- Equipment used
- Obstacles to rescue or correcting problem
- How problem was prevented from spreading
- Acts of heroism
- Capabilities of off-site agencies to respond if necessary

#### **F. Public Protection**

- What was the protective action decision made
- What was the basis for this decision
- Who decides what action will take place
- Where are these decision makers located
- What sheltering options were/are being considered
- What evacuation means
- Why livestock are sheltered
- How decisions makers learned of emergency
- What agencies have responded
- What agencies are expected to respond
- What methods have been used to educate the public about the threat before and during the emergency?

#### **G. Health consequences**

- Whether or not there will be illnesses, increases in cancer or other long term illnesses
- Definitions of exposures
- How time, distance, shielding can provide safety
- What to do if public fears they have been exposed

#### **H. Legal and financial consequences**

- Who will pay for the accident
- How the emergency could affect stocks, rates, etc.
- Will real estate values decline
- How much insurance is available, from whom
- Who can people contact for legal action

#### **I. More information**

- Where can I call for more information